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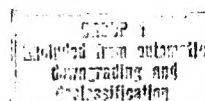
26 JUN 1970

MEMORANDUM FOR: Deputy Director for Science and Technology
THROUGH: Director of Research and Development
SUBJECT: R&D Reviews

1. Several weeks ago you asked me to look into two problems: one, methods to provide better background data on blue books which are sent to you for review; two, improved methods with respect to the quarterly R&D reviews of ORD. As you know, I am vitally interested in both problems, and therefore the following recommendations might be of interest to you.

2. With respect to the blue books, we now provide you with a covering memorandum which contains the basic administrative data necessary for your signature or for forwarding to higher authorities. In some instances there is additional background data, either political or technical in nature, which does not appear in these memoranda. I recommend that we reinstitute the procedure which Dr. Wheelon developed, namely, an Eyes Only, Background Use Only, memorandum accompanying blue books where there is significant information for your eyes alone.

3. Improvement in the quarterly review system is a somewhat more complex problem. I feel that in many instances these reviews have tended to concentrate on administrative detail. I believe the purpose of the quarterly reviews is to provide a forum by which ORD can obtain general guidance from the DD/S&T with respect to R&D programs. If I am correct in this assumption, I would like to recommend the following procedures:



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a. The quarterly review will focus on element programs rather than individual blue books. This would include funding history of these programs, the relationship between various projects within a program, anticipated project completion, and perhaps an examination of the relative progress being made within a given element.

b. ORD should continue to have two or three Division chiefs present so that they may participate in this forum and get direct feedback from you.

c. I believe it is imperative that your Special Assistant for R&D Coordination be present at all of these meetings since he, as your principal staff officer in this area, is aware generally of what is being done by other Directorates and can provide you and ORD with appropriate guidance.

d. I believe that the attendance of other DD/S&T staff officers should be restricted to those who have a direct policy role. This will help to minimize administrative wrangles.

e. I should like to remind you that at the time the quarterly reviews were instigated, I held a pre-quarterly review with your staff officers so that we could iron out administrative details. These pre-quarterly reviews with your staff were terminated by [] for reasons which are not clear to me. Perhaps we may want to consider resuming these pre-quarterly reviews.

4. We will continue to carry out current administrative practices, including submission of specific projects to the CIS, and will, of course, respond to any staff administrative questions which may arise. Perhaps we could discuss these recommendations at the next quarterly review, or at your convenience.

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[]
Deputy Director
of
Research and Development

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